


13 August 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The Succession Problem in the Support
Services

1. The attached study may seem optimistic in quantitative terms, but the nub of the problem is individual Career Service attention to appropriate career management of existing and anticipated talent.

2. I believe the data will be useful in executive inventory discussions, and recommend distribution of this study to the Career Services.


Special Assistant to the
Deputy Director for Support

Att

The Succession Problem in the Support Services

CY 1968 - 1977

1. An earlier study overstated the quantitative magnitude of the problem because office on-duty strength was considered a data base rather than Career Service on-duty strength. Career Service data indicate that the Support Services will lose in the next ten years (60%) of its personnel in Grades GS-14 through 18.
2. If we assume that personnel presently in Grades 12 and 13 will fill higher grade vacancies and add this requirement to expected attrition, the Support Services will lose in the next ten years (60%) of its personnel in Grades 12 and 13.
3. Statistically we seem to be in good shape. The Advance Staffing Plan approach to personnel requirements should insure an input to cover anticipated professional losses at all grade levels. While the over all Support Services are in good quantitative shape, it should be noted that three Career Services, Medical, S, and Training do not have enough personnel in Grades 12 and 13 to cover anticipated losses. Medical Services will continue to replace higher grade vacancies by direct hire; Training will have to rely on lateral entry; and S will use lateral entry as well as its GS-11 "comers" to meet anticipated losses.
4. The nub of any Support Services succession problem must necessarily be qualitative. Will the present GS-12 and GS-13 replacement group be qualified to fill higher grade vacancies? Does the input group have sufficient potential to move in behind the replacement group? Answers to these questions would have to be determined by detailed analysis by each Career Service. However, we do have some evidence which is reassuring. The recent survey by the Committee on Professional Manpower affirms the high quality of professional input (FY 63-67). Over (40%) of the FY 69 professional input to the Support Services will be Career Trainees. Quality and potential seem to be present. All that seems to be needed to cope with succession is appropriate career management of the talent we have and anticipate.
5. Although we have not had enough experience with the new Support CT policy to validate Support Services CT requirements, we believe the

The Succession Problem in the Support Services (continued)

present CT proportion of professional input is about right in terms of meaningful jobs and anticipated losses in Grades 12 and 13. In FY 69, CT's will fill 39 out of 94 professional requirements. This input rate if maintained over the next ten years will cover GS 12 and 13 anticipated losses as follows: Finance, 100%; Personnel, 120%; Logistics, 70%; and Security, 40%.

6. Personnel, Logistics, and Training will be affected most by the loss of senior personnel and have the greatest continuity problem. As noted in paragraph 3, Medical, Training, and S will have to replace all of their present GS-12 and GS-13's; Finance, Logistics, and Personnel face almost the same problem. On the other hand, Commo and Security have such a low loss rate in Grades 12 and 13 that particular care should be taken in promoting GS 11 and 12 personnel to insure mobility for their "comers."

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TABLE IV

FY 68 Separation Data

GS 14-18	28	Total
	21	Retirement
	<u>7</u>	
	3*	Optional from 40-49 group
	10	Other separation rate/year
GS 12-13	37	Total
	26	Retirement
	<u>11</u>	
	3.5**	Optional from 40-49 group
	14.5	Other separation rate/year

*6 Opt Retirements in FY 68. We assume the same rate for next ten years and that half will come from present 40-49 age group.

**7 Opt Retirements in FY 68 - same assumptions.

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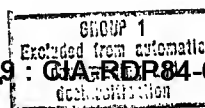


TABLE V

Prof.
 DDS PERSONNEL REQUIREMENTS

FY 69

	Non CT	CT
Commo	1	2
Finance	12	12
Logistics	11	10
Medical	9	--
Personnel	--	10
(O/DDS)	1	--
Security	19	5
Training	2	--
Total	55	39

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